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Dear Friends of Probation:

On behalf of the Judicial Council and the California State Association of Counties (CSAC), we are pleased to present you with the findings and recommendations of the Probation Services Task Force. A group of 18 dedicated court, county, and probation professionals—who collectively brought to the table hundreds of years of experience—spent nearly three years studying a broad range of issues related to the probation system in California. The task force's work represents the most thorough examination of the state's probation system by a multidisciplinary body since the Legislature authorized the establishment of adult and juvenile probation in 1903.

The task force undertook extensive research into probation services, examined the governance structure in California and other states, and elicited broad feedback from a variety of stakeholders through a comprehensive outreach effort. Over the three-year study, the significance of probation's contributions, the unique services departments provide, and the critical position probation departments occupy in the context of the criminal justice system clearly emerged. Regrettably, probation has for many years suffered from significant fiscal constraints and the lack of a reliable statewide funding source, which, taken together, have seriously hindered local departments' ability to consistently deliver quality services, ensure offender accountability, and guarantee public safety.

The findings and recommendations in this report seek to establish the foundation for a long-term plan that will enhance the delivery of services, establish a more rational governance system, and elevate the status of probation in recognition of the essential services the system provides to our courts, counties, probationers, and victims.

Our sincere thanks go out to the court, county, and probation representatives who contributed their time and expertise to this effort. Justice Patricia Bamattre-Manoukian ably guided the task force through its work, and for that we owe her a debt of gratitude. We must also extend great appreciation to the many and varied stakeholders who provided invaluable perspectives on probation and the work of the task force. We invite the Governor, the Legislature, policymakers, and all other interested parties to examine the significant body of knowledge developed during the task force's examination and consider the task force's long-term plan for taking California's probation system to the next level.

Ronald M. George  
Chief Justice of California and  
Chair of the Judicial Council

Tim Smith  
Supervisor, County of Sonoma and  
CSAC President



# PROBATION SERVICES TASK FORCE

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# ACKNOWLEDGMENTS

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We extend our thanks to all who contributed to the production of this report and assisted the Probation Services Task Force in its endeavors.

- We are truly grateful to the nearly 300 participants in Fresno, Glenn, Los Angeles, Placer, Santa Clara, and Santa Cruz counties who assisted with the snapshot study. These judiciary and court administration staff; senior probation officer staff, first-line supervisors, and line staff; county supervisors, administrative officers, and their representatives; prosecutors and defense bar; county community services agency staff; and private community service agency staff provided valuable information on probation in California that both informed the task force and helped identify priority issues.
- We extend our warmest thanks to Mr. Alan Schuman and Mr. Carl Wicklund for conducting the snapshot study and national white papers respectively and Mr. Steve Love for his able assistance in shaping our governance discussion. We are exceedingly grateful to Mr. Alan Schuman for his participation in the early stages of the task force. His guidance and information on probation services played a major role in the development of this report.
- We express our heartfelt thanks to the 141 justice system participants who responded to our stakeholder survey. The input supplied by these chief probation officers, line probation officers, judicial officers, court administrators, county supervisors, county administrators, district attorneys, and defense attorneys provided the task force with a broad range of firsthand information regarding the views of participants and stakeholders. This input benefited the task force tremendously.
- We express our deep appreciation to the approximately 325 judicial officers, county supervisors and administrators, probation officers, public defenders, district attorneys, and other justice system participants who contributed input at the stakeholder roundtables and provided us with valuable information about the probation system.
- We are especially thankful to the more than 150 adult and juvenile probationers who participated in the roundtable discussions and provided us with their perspectives on the probation system.

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- We are grateful to Mr. Dennis Maloney of the Department of Community Justice in Deschutes County, Oregon; Ms. Dimitria Pope of the Research, Evaluation, and Development Unit of the Texas Department of Criminal Justice; Mr. Frank Carmen of Juvenile Justice Services of the Supreme Court of the State of Arizona; Mr. Bert Aunan of Supervision Services of the State of Iowa; and Mr. Bill Burrell of the Probation Services Division of the Administrative Office of the New Jersey Courts for sharing their expertise and participating in the task force meetings.
  - We express our profound appreciation to the individuals and organizations that commented on the *Probation Services Task Force Draft Interim Report* and the *Probation Services Task Force Draft Final Report*. The insightful comments were of great assistance to the task force.
  - We are sincerely appreciative of the State Coalition of Probation Officers for its ongoing participation and interest in our efforts.
  - We are exceptionally thankful to Ms. Norma Suzuki, Executive Director of the Chief Probation Officers of California (CPOC), for her devoted participation and commitment to furthering the work of the task force. We are also grateful to Mr. Dennis Handis for his assistance while he served as CPOC executive director.
  - Finally, we express our gratitude to former task force members Hon. Juan Arumbula, Hon. Terry Friedman, Mr. Bryce Johnson, Hon. William Lebov, Hon. Barbara McIver, Hon. Mike Nevin, and Mr. John Rhoads. Their excellent work as task force members is much appreciated.

Without the dedication and participation of each of these individuals and organizations, the Probation Services Task Force would not have been able to produce this final report and develop meaningful recommendations aimed at enhancing probation service delivery in California.

— *Probation Services Task Force*